

ORGANISATIONAL COMMITMENT AND JOB INVOLVEMENT AMONG CASUAL WORKERS: THE ROLE OF ORGANISATIONAL JUSTICE

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ABSTRACT: *The study investigated the role of organisational justice, age and gender on organisational commitment and job involvement among casual workers from two oil servicing companies in Omoku, Rivers State, Nigeria. The convenience sampling technique was used to select 399 participants made up of 251 males and 148 females. Participants' ages ranged between 24-52 years ($M = 37.94$, $SD = 7.35$). The design adopted was cross-sectional survey design while the One-Way Multivariate Analysis of Variance was utilized to analyze data collected. The findings showed that casual workers who reported the presence of organisational justice had higher levels of commitment and were more involved in their jobs. However, age and gender showed no significant influences on organisational commitment and job involvement among casual workers. The study reaffirmed the need for managers in organisations to infuse policies geared towards enhancing organisational justice in their work places as this could improve work commitment and job involvement.*

KEYWORDS: Organisational Commitment, Job Involvement, Organisational Justice, Casual Workers, Oil Servicing Companies, Nigeria.

INTRODUCTION

Commitment and involvement to organisations remain important predictors of organisational efficiency (Mohsan, Nawaz, Khan, Shaukat & Aslam, 2011). Employees' efficiency is also greatly reliant on commitment and involvement to the goals of the organisation. Therefore, for organisations to achieve their goals, committed and well involved employees are required to enable organisations surmount stiff competitions from rival firms and achieve their objectives, especially in the area of productivity, effectiveness and efficiency.

Since organisations cannot succeed without the employees' efforts and commitment (Rad & Yarmohamadian, 2006), it becomes pertinent for organisations to give employees, at least, acceptable conditions of service. However, largely due to an excess in labour supply, most private and some public owned organisations in Nigeria, have lowered the bar on conditions of services offered to their employees. The recruitment processes no longer follow established government labour laws with majority of employees offered casual or temporary employments lasting into several years.

The Nigerian oil servicing companies are major culprits in this milieu. Majority of their workforce are casual employees. Most companies engaging in casual employment do so mainly to reduce overhead. As a result, the scourge of casual employment is gaining grounds in an unprecedented proportion, intensity and scale (Fapohunda, 2012). Oil servicing companies are increasingly filling positions in their organisations that are supposed to be permanent with casual employees. This singular act has resulted to public outcry on the injustices or "unfair"

practices carried out by oil multinationals over their employees in Nigeria (Ahiuma-Young, 2013). Specifically, Ahiuma-Young (2013) reported that the Nigeria Union of Petroleum and Natural Gas Workers (NUPENG) lamented alleged worsening unfair labour practices by Shell Petroleum Development Company (SPDC), Chevron Nigeria Limited, and Nigerian Agip Oil Company Limited. (NAOC), accusing them of inhuman treatment of Nigerians through casualization and outsourcing of jobs.

Also, work conditions in these multinational companies are not commensurate with industry standards and best global practices. Oftentimes, workers that are engaged as casual staff remain without job security, terminal benefits and promotions. Worse still, casual employees are rarely given full-time employment with all its attendant benefits. Some of these oil servicing companies refuse to have collective bargaining agreement with their employees and deny them the right to form unions (Ahiuma-Young, 2013). By so doing, they deprive the workers their right to negotiate and get what is due them in the industry.

The study then wonders if this problem of unfair treatment by organisations could result in significantly low employee commitment and involvement. Obatang (1988) reported that good conditions of service motivate employees positively and increase their level of organisational commitment and job involvement. Similarly, Kim (2009) argued that if employees are treated fairly by their organisations, they develop and maintain communal relationship with their organisations, become more committed, are better involved and control mutuality than when they are treated unfairly. Also Oparaugo (2002) explained that good organisational policies promote organisational justice and job involvement when the policies affect employment positively.

Based on the above proposition, this study, therefore, aims at; identifying whether organisational justice influences organisational commitment among casual workers in oil servicing companies, ascertaining whether organisational justice influences job involvement among casual workers in oil servicing companies, and investigating the impact of employees' age and gender on organisational commitment and job involvement among casual workers in oil servicing companies.

Organisational Commitment

Conceptually, organisational commitment is an important concept in both psychology and management literature. Colquitt, Lepine and Wesson (2011) define organisational commitment as the desire on the part of an employee to remain a member of the organisation. It could also refer to the state in which people sense loyalty with their respective organisations, align themselves with organisational goals and value it (Fang, 2001; Lambert, Hogan & Graffin, 2007). Commitment is an attitude that reflects the extent to which an individual identifies with an organisation, is committed to its goal, and wishes to maintain membership in the organisation (Robbins, 2005)

The degree at which an employee goes about delivering his/her duties and roles in the organisation amount to a great extent on what the organisation achieves. Doing these means that the employee is likely gratified with what he/she does in the organisation which may result from higher pay, better welfare packages, good leadership style, team work, good working condition and others (Ugwu, 2000).

Organisational commitment is considered to be a multi-dimensional construct by several researchers. For example, Meyer and Allen (1997) conceptualized and proposed a model of organisational commitment that includes three distinct components; affective, normative and continuance commitment.

Affective commitment refers to the affective desire on the part of individuals employed in an organisation to continue to work in the organisation as a result of identifying themselves with the organisation. Normative commitment, on the other hand, is explained as the situation where employees would not leave a job as a result of a moral obligation. Continuance commitment refers to a state where employees wish to continue their stay on a job because they fear they may suffer financially if they take up another job opportunity. In all, the Meyer and Allen's (1997) commitment typologies view workers' reasons for commitment to be based on the fact that they want to, need to and ought to remain with their organisations.

Job Involvement

Job involvement, as an organisational concept, has emerged as an important variable in organisational research gaining increasing research attention as one of the most studied outcomes (Balachandran & Gowthami, 2016). It has been described as one of the characteristics of an individual; something which is "inside" the person that he or she brings to a job and is, of course, related to other personal characteristics (Lawler & Hall, 1970). Paullay, Alliger and Stone-Romero (1994) defined it as "the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job" (p. 225). Job involvement is usually at the maximum when employees are highly involved in one component (usually the specified job related component) and lowly involved in another other component (the unspecified job related component). Job involvement leads to higher performance therefore getting an employee involved in organisational goals will help in boosting productivity and also in promoting organisational justice which contribute a lot to achieving higher organisational effectiveness.

Organisational Justice

As a precursor of commitment and involvement, organisational justice emanates from employees comparing the treatment they receive in their organisations with the treatments other employees receive and make judgments in accordance with their own perceptions. Such an evaluation could play a key role in the way organisational members perform their duties and responsibilities as employees who believe they are treated fairly present a positive attitude toward work (Colquitt, Greenberg, & Zapata-Phelan, 2005). Organisational justice in its most general sense refers to the process through which values such as truth, faith, devotion and sincerity are formed in the interactions of organisation members within the organisational structure and during which these values become concrete (Arslan, 2009).

Organisational justice can help explain why employees protest against inequitable outcomes or inappropriate process and interaction (Alsalam & Ahaimi, 2007). When relevant literature is examined, it is found that organisational justice has three sub-dimensions: distributive justice, procedural justice and interactional justice (Martinz-tur, Peiro, Ramos, Moliner; 2006). Distributive justice refers to the fairness of outcomes an employee receives such as pay and promotion (Moorman, 1991). Procedural justice can be understood by investigating how justice works in the decision making processes that affect employees' relationships with the organisations (Korgaard & Sapienza, 2002). Interactive justice concerns the perceptions of

employees about the treatment they have received during the application of organisational procedures (Eskew, 1993)

EMPIRICAL REVIEW

Organisational Commitment and Organisational Justice

Organisational justice has been identified as a critical factor in ensuring employees' commitment to the objectives of the organisation. In a recent study, Emelle, Jaja, and Ukoha, (2016) examined the association between procedural justice and organizational commitment in selected hotels in Port Harcourt, Nigeria. They found a positive association between procedural justice and organizational commitment and concluded that procedural justice promotes organizational commitment among workers. Further strengthening this finding, several recent studies have posited similar findings. For example, Iqbal and Ahmad (2016) observed that organizational justice has a strong impact on organizational commitment while Fatt, Khin and Heng (2010) reported that employees were more committed when they felt they were rewarded fairly for the work they have done.

Savas, Angay and Alp (2015) found a positive relationship between organizational justice and organizational commitment. Similarly, Bakhshi, Kumar and Rani (2009) found that both distributive and procedural justice significantly related to organisational commitment. In the same vein, Yavuz, (2010) concluded that organisational justice and organisational culture have a higher positive influence on teachers affective, normative and continuance commitment thus leading to increased performance.

Malik and Naeem's (2011) survey revealed that distributive and procedural justices had significant positive impact on organisational commitment among junior faculty members. However, senior faculty members experienced improved commitment only on the provision of distributive justice. Yilmaz and Tasdan (2008) were of the view that perception of organisational justice assists employees to feel as members of the organisation which influences their organisational commitment.

Following another perspective, Kim (2009) reported that employees who perceived that they were treated fairly by their organisation tend to develop and maintain communal relationship, be more committed and maintain trust with their organisations. In the same vein, Bakhshi, Kumar and Rani (2009), reported positive relationship between organisational justice and organisational commitment of medical college employees in India.

In contrast, Folger and Crapanzano (1998) argued that when employees perceive organisational injustice, they feel negative continuance commitment and seek to leave or engage in behaviours that are detrimental to the organisation. Further contrasting the studies reviewed, Griffin and Hepburn (2005) reported that correctional officers at Arizona did not perceive any significant association between organisational justice and organisational commitment.

Organisational Commitment, Age and Gender

Studies on commitment, age and gender had yielded conflicting outcomes. Some studies (e.g. Khodadadei & Salehi, 2016; Jonathan, Darroux & Massele, 2013, Salami, 2008; Adeyemo, 2000) had found no significant relationship between organisational commitment and age. On

the other hand, some others had found significant relationship between organisational commitment and age (e.g. Park, Christie, & Sype, 2014, Igbeneghu & Popoola, 2010; Ugwu, 2000). However, Ebeh, Uhiara, Sydney-Agbor and Nwankwo (2015) found age to significantly influence only the affective dimension of commitment.

Gender differences on commitment have equally been conflicting. Khalili and Asmawi's (2012) findings indicate that men and women have the same level of affective continuance commitment while women have higher levels of normative commitment than men. Khan, Shah, Hassan, Khan, and Khan (2013) in another perspective revealed that gender has an impact on commitment levels of lecturers in Pakistan.

Furthermore, some scholars (Savicki, Cooly & Gjesvold, 2003; Al-Ajmi, 2006) found no relationship between organisational commitment and gender. Ebeh, Uhiara, Sydney-Agbor and Nwankwo (2015) also identified gender as a significant determinant of affective commitment but no differences were found in normative and continuance commitments of small and medium enterprises employees.

Job Involvement and Organisational Justice

Sulander, Sinervo, Elovainio, Heponiemi, Helkama, and Aalto (2016) found that both interactional justice and procedural justice moderated the association between job involvement and retirement intentions of nurses. They further posited that nurses with low job involvement evaluated the organizational procedures as unjust and had significantly stronger retirement intentions. Leiter and Maslach (2009) reported a positive relationship whenever employees are controlled with reward and fairness. They explained that rewards and fair treatment facilitate the employees to get more involved in sustaining work life to promote organisational goals. Tyler and Blader (2000, 2003) reported that fair treatment provides employees with important feedback about their social status and standing in their organisations. Further, this positive feedback increases their organisational identification.

In an Ohio State University study, Shahidul (2011) revealed that perception of procedural and distributive justice has positive effects on employee's job involvement. Also, Freyedon (2012) found that distributive justice, task varieties, task identities, autonomy and feedback have significant positive impact on Job Involvement.

Overall, job involvement has been identified to have a significant relationship with organisation justice. It is strongly agreed that higher involvement can be achieved among the work force if there are attendant high level of fairness in the organisation.

Job Involvement, Age and Gender

Studies on the relationships among job involvement, age and gender have been relatively sparse. Shenbaham and Manonmani (2016) in a recent study identified no relationship between age and job involvement. However, Allam and Habtemariam (2009) observed that younger employees reported higher levels of job involvement than their older counterparts.

In two separate studies, Allam (2002) and Joshi (1999) concluded that employees' gender was significantly related to job involvement. Similarly, Jaswant and Naveen (1997) identified gender, and Type-A behaviour significantly influenced job involvement among bank employees. However, their study did not find a significant effect for age on job involvement.

Hypotheses

- i. Casual workers levels of organizational justice will significantly influence their organizational commitment.
- ii. Casual workers levels of organizational justice will significantly influence their job involvement.
- iii. Age differences will not significantly influence the organizational commitment of casual workers.
- iv. Gender differences will not significantly influence the organizational commitment of casual workers.
- v. Age differences will not significantly influence the job involvement of casual workers.
- vi. Gender differences will not significantly influence the job involvement of casual workers.

METHOD

Participants

The participants comprised of 399 (251 males and 148 females) casual employees drawn from two oil servicing companies under the Nigerian Agip Oil Company in OB/OB Gas Plant, Omoku, Rivers State. Participants were selected using convenience sampling technique. Participants ages ranged between 24-52 years ($M = 37.94$, $SD = 7.35$). With regards to marital status, 225 participants were married while 174 participants were single. All participants had a minimum educational qualification of Senior School Certificate.

Instruments

The researchers adopted three standardized measures for data collection in addition to obtaining demographic data (i.e. age, gender, education, tenure and marital status) from respondents. The three measures used were the Organizational Justice Scale (OJS), Organizational Commitment Questionnaire (OCQ) and the Job Involvement Scale (JIS). The Organization Justice Scale, developed by Colquitt (2001), measures three dimensions of organizational justice (distributive justice, procedural justice and interactive justice). The OJS consist of 20 items designed on a five point Likert-type scale. Colquitt (2001) reported a Cronbach alpha reliability coefficient of .89. For the purpose of this study, the researchers obtained a Cronbach alpha reliability of .94.

The second instrument used for data collection was an 18-item Organisational Commitment Questionnaire (OCQ) by Meyer, Allen and Smith (1993). The OCQ is designed to measure the extent to which a worker is attached and loyal towards the achievement of the goals and values of his/her organisation. Though OCQ measures three dimensions of organisational commitment namely; Affective, Continuance and Normative Commitments, the overall commitment profile was utilized for this study as suggested by Meyer and Allen (2004). Previous studies (e.g Ebeh, Uhiara, Sydney-Agbo & Nwankwo, 2015; Gbadamosi, 2006; Obi – Nwosu, Joe-Akunne, & Oguegbe, 2013; Salami; 2008) within and outside Nigeria had shown the OCQ to be a reliable and valid instrument for measuring commitment profiles of

employees. For the purpose of this study, the researchers obtained an alpha of .71 for the 18 – item OCQ. Scoring for the OCQ was done on a 5-point scale ranging from strongly disagree to strongly agree reflecting the degree to which each item applies to an employee with higher scores depicting higher levels of commitment.

The third measure, Job Involvement Scale (JIS), was developed by Lodahl and Kejner (1965). It is a 20-item measure designed to measure an employee's degree of participation and attachment to his/her job. The JIS is scored on a 5-point scale ranging from strongly disagree to strongly agree. Lodahl and Kejner (1965) obtained a coefficient of test-retest reliability of .90 in an interval of 72 days. Mogaji (1997) provided the properties for Nigerian samples and reported a Cronbach alpha reliability coefficient of .80. For this study, a Cronbach alpha reliability coefficient of .86 was obtained.

Procedure

The researchers distributed 450 questionnaires containing the three measures and the demographic data to employees of two oil servicing companies under the Nigerian Agip Oil Company in OB/OB Gas Plant, Omoku in Rivers State, Nigeria after obtaining permission from the management of the companies and consent from the sampled employees. The measures were administered to the respondents in their various departments during the break periods within a period of three weeks. This was to ensure that employees working shifts were covered in the study. The confidentiality of responses provided by the respondents was emphasized. After collection of the questionnaires, 399 questionnaires were found to have been completely filled and usable for the study. This represents 88.6% response rate.

Design and Statistic

Cross-sectional survey design was employed in order to collect data and make descriptive inferences at a single point in time. The statistic for the data analyses was Multivariate Analysis of Variance.

RESULTS

Table 1: Means and Standard Deviations for Organizational Justice on Organizational Commitment and Job Involvement

Dependent Variables	Organizational Justice Level	Mean	Std. Deviation	N
Organizational Commitment	Justice	92.34	8.60	206
	Injustice	90.17	9.54	193
Job Involvement	Justice	47.54	12.37	206
	Injustice	43.49	11.07	193

Table 2: Summary Table of One-Way MANOVA for Organizational Justice on Organizational Commitment and Job Involvement

Source	Dependent Variables	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Org. Justice Level	Commitment	468.705	1	468.705	5.701	.017*	.014
	Job Involvement	1637.441	1	1637.441	11.927	.001**	.029
Error	Commitment	32639.571	397	82.216			
	Job Involvement	54501.356	397	137.283			

Note: * $p < .05$ ** $p < .005$

The Tables show the results of a one-way between-group multivariate analysis of variance which was performed to investigate organisational justice differences in employees' organisational commitment and job involvement. Overall, there was a statistically significant difference between employees who reported justice and those who reported injustice by their organizations on the combined dependent variables (organizational commitment and job involvement): $F(2, 396) = 8.70, p = .000$; Wilks' Lambda = .96; partial eta squared = .014. Similarly, when the results for the dependent variables were considered separately, both organizational commitment [$F(1, 397) = 5.70, p = .017$, partial eta squared = .01] and job involvement [$F(1, 397) = 11.93, p = .001$, partial eta squared = .03] showed significant differences.

An inspection of the mean scores indicated that casual employees who reported presence of organizational justice reported slightly higher levels of organizational commitment ($M = 92.34, SD = 8.60$) than their colleagues who reported absence of organizational justice ($M = 90.17, SD = 9.12$). Furthermore, casual employees who reported presence of organizational justice ($M = 47.54, SD = 12.37$) reported higher levels of job involvement than their colleagues who reported absence of organizational justice ($M = 43.49, SD = 11.07$).

Based on the above results, both hypotheses 1 and 2 are therefore accepted. The results imply that organizational justice significantly influences organizational commitment and job involvement among casual workers.

Table 3: Means and Standard Deviations for Age on Organizational Commitment and Job Involvement

Dependent Variables	Age	Mean	Std. Deviation	N
Organizational Commitment	25 - 34 Years	91.79	8.89	119
	35 - 44 Years	91.56	8.67	206
	45 Years and Above	89.73	10.63	73
Job Involvement	25 - 34 Years	44.08	12.38	119
	35 - 44 Years	46.64	11.81	206
	45 Years and Above	44.48	11.05	73

Table 4: Summary Table of One-Way MANOVA for Age on Organizational Commitment and Job Involvement

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Age	Organizational Commitment	223.657	2	111.829	1.343	.262 ^{NS}	.007
	Job Involvement	585.341	2	292.670	2.085	.126 ^{NS}	.010
Error	Organizational Commitment	32882.948	395	83.248			
	Job Involvement	55443.956	395	140.364			

Note: ^{NS} = Not Significant

A one-way between-group multivariate analysis of variance was performed to investigate age level differences in organizational commitment and job involvement. There were no statistically significant differences between employees age levels on the combined dependent variables (organizational commitment and job involvement): [$F(2, 395) = 1.73, p = .142$; Wilks' Lambda = .98; partial eta squared = .01]. Also, when the results for the dependent variables were considered separately, both organizational commitment [$F(1, 395) = 1.34, p = .262$, partial eta squared = .01] and job involvement [$F(1, 395) = 2.09, p = .126$, partial eta squared = .01] showed no significant differences among the three age levels.

However, an inspection of the mean scores indicated that casual employees between 24 – 34 years reported slightly higher levels of organizational commitment ($M = 91.79, SD = 8.89$) than their colleagues who were between 34 – 44 year ($M = 91.56, SD = 8.67$) and those who were 45 years and above ($M = 89.73, SD = 10.63$). Furthermore, employees between 34 – 44 years ($M = 46.64, SD = 11.81$) reported slightly higher levels of job involvement than their colleagues who were 45 years and above ($M = 44.48, SD = 11.05$) and those between 24 – 34 years ($M = 44.08, SD = 12.38$).

Summarily, both null hypotheses 3 and 5 are therefore accepted. These results imply that age does not significantly influences organizational commitment and job involvement among casual workers.

Table 5: Means and Standard Deviations for Gender on Organizational Commitment and Job Involvement

Dependent Variables	Gender	Mean	Std. Deviation	N
Organizational Commitment	Female	91.16	9.22	148
	Male	91.37	9.08	251
Job Involvement	Female	46.13	11.65	148
	Male	45.05	12.01	251

Table 6: Summary Table of One-Way MANOVA for Gender on Organizational Commitment and Job Involvement

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Gender	Organizational Commitment	3.889	1	3.889	.047	.829 ^{NS}	.000
	Job Involvement	107.909	1	107.909	.765	.382 ^{NS}	.002
Error	Organizational Commitment	33104.387	397	83.386			
	Job Involvement	56030.888	397	141.136			

Note: ^{NS} = Not Significant

A one-way between-group multivariate analysis of variance was performed to investigate gender differences in organizational commitment and job involvement. There were no statistically significant differences between male and female employees on the combined dependent variables (organizational commitment and job involvement): [$F(2, 396) = .40$, $p = .67$; Wilks' Lambda = .99; partial eta squared = .00]. Also, when the results for the dependent variables were considered separately, both organizational commitment [$F(1, 397) = .05$, $p = .83$, partial eta squared = .00] and job involvement [$F(1, 397) = .77$, $p = .38$, partial eta squared = .00] showed no significant gender difference.

However, the means obtained showed that male casual employees scored slightly higher ($M = 91.37$, $SD = 9.08$) than their female ($M = 91.16$, $SD = 9.21$) colleagues on organizational commitment. On the other hand, female casual employees ($M = 46.13.64$, $SD = 11.65$) scored slightly higher than their male colleagues ($M = 45.05$, $SD = 12.01$) on job involvement.

Summarily, both null hypotheses 4 and 6 were accepted. The results imply that gender does not significantly influence organizational commitment and job involvement among casual workers.

DISCUSSION

This study made two significant findings in relation to factors that determine casual workers' level of organisational commitment. Firstly, it was confirmed that organizational justice significantly influences the organizational commitment levels of casual workers.

This particular finding agrees with the study of Yavuz (2010) who found that organizational justice had a significant influence on teachers' organisational commitment profiles thereby leading to increases in their performances. Similarly, Malik and Naeem (2011) further gave credence to the findings positing that distributive and procedural justice had significant impacts on organizational commitment. Mohamed (2014) is of the view that when employees perceive that their organization is just in terms of fulfilling its side of the contract, they are most likely to be committed while Fatt, Khin and Heng (2010) reported that employees were more committed when they felt they were rewarded fairly for the work they have done. On the

contrary, Griffin and Hepburn (2005) found no significant association between organizational justice and organizational commitment.

An appraisal of the above findings indicate that the concept of organizational justice extends beyond the traditional model of work behaviour which conceptualizes job demands, job control and social support as major determinants of employees wellbeing. The finding posits that organisational justice profit the individual employees who becomes satisfied and is likely to increase performance when fairly treated. On the other hand, the organisation will, in the long run, maintain control over potential challenges and threats from its employees while enjoying the benefits of being an employer of choice.

Secondly, the study identified that organizational justice influences job involvement among casual workers thus, agreeing with the findings of Shahidul (2011) who found that perception of procedural and distributive justice had positive effects on employees' job involvement. Also, Freyedon (2012) revealed that organisational justice had a positive impact on job involvement. A synthesis of this finding implies that job involvement in every given organisation can be enhanced when employees are respected and recognized in the role they play. Organisational policies could create positive impact on employees' conditions of service and help the employees to be consistent and effective in carrying out their jobs.

The results of the third and fourth hypotheses showed that age did not significantly influence organisational commitment and job involvement among casual workers. This finding corroborates with the findings of several studies (e.g. Adeyemo, 2000; Jonathan, Darroux & Massele, 2013; Khodadadei and Salehi, 2016; Mishra & Wagh, 2004; Salami, 2008). This finding has been further supported by Day (1987) who argued that the degree of organisational commitment and job involvement are determined by the extent to which organisations exchange favourable relationships that favours their employees.

Similarly, the results of the fifth and sixth hypotheses reveal that gender does not significantly influence organisational commitment and job involvement among casual workers. This is in line with the work of Aven, Parker, & Mcevoy (1993) who found no significant gender differences between gender organisational commitments. The findings are also in line with previous studies. For instance, Al-Ajmi (2006) and Savicki, Cooly and Gjesvold (2003) both found no relationship between organisational commitment and gender. Similarly, Oguegbe, Joe-Akunne, and Edoga (2015) found no significant main effect for gender on job involvement among bankers.

Implications of the Study

The finding of this study contributed meaningfully to the ever existing literatures on organisational justice, organisational commitment and job involvement. Most importantly, this study has reaffirmed the strong need for organisational leaders to ensure that the policies they adopt are geared towards enhancing organisational justice. If fairness and justice are enshrined in the organisation, then the commitment and involvement of employees to their jobs will likely increase. The study has also been able to enrich the literature bordering on the key variables under study.

RECOMMENDATIONS

Based on the outcome of this study, it is strongly recommended that organisational leaders should ensure fairness and justice in their dealing with casual employees in Nigeria. It will be disheartening if the rules of the game constantly changes in the course of play. If employees are hired on temporary basis with a promise to be converted to full-time employees within a period of time, they should be converted within the agreed period if they meet the other conditions attached.

When fairness and justice is upheld in organisations, there is almost a certainty that employees therein will show higher levels of commitment and be better involved in their jobs. However, if the reverse is the case, employees may get involved in behaviours that could grossly sabotage the progress of the organisation and/or endanger the lives of organisational leaders and that of other workers. Therefore, for progress and efficiency to be achieved in the Nigerian oil sector, there is need for employees, especially the casual employees, to be treated fairly and justly.

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